Yarra Plenty Regional Library Plan
2017 to 2021
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A STRATEGIC FRAMEWORK

Yarra Plenty Regional Library Plan 2017 to 2021

Vision
Informed creative communities: connected and empowered

Mission
To be a sector leading library service

We will provide opportunities for our diverse communities to read, learn, create and connect, supported by equitable access to collections, technology, programs and welcoming and safe spaces. We aim to be the “third space” after home and work or education, and to be regarded as the community lounge room.

Focus Areas

1. Collections
2. Public Participation
3. People and Culture
4. Advocacy
5. Infrastructure and Innovation
6. Finance and Governance

Values
These are our values:

Consistency    Inspiration    Transparency    Justice
Integrity     Fairness     Honesty     Accountability     Celebration

Goals

1. Provide free access to dynamic collections which inform and delight.
2. Inspire our diverse communities to participate in empowering activities and learning opportunities.
3. Invest in our people and culture because they are the heart of everything we do.
4. Advocate for greater awareness of and investment in the powerful and transforming story of our public libraries.
5. Create innovative digital and physical infrastructure to deliver sector leading services.
6. Optimise public value through sustainable financial management and governance.
In preparation for the new strategic plan the Leadership Team, consisting of the Executive Management Team and Branch Managers, met on 30 March 2017 to review YPRL’s previous Strategic Plan 2013-2017. The session began with a discussion on the Strategic or Public Value Triangle.

The Public Value Triangle Australia is taught in the Australia and New Zealand School of Governance (ANZSOG) Executive Master of Public Administration. Mark H Moore wrote the book *Creating Public Value* at the Kennedy School of Government at Harvard, which is one of the recommended texts of ANZSOG.

Two subsequent strategic planning sessions were conducted with the Board and members of the Leadership Team on 19 and 24 August 2017. We need to be aware that we are operating in a rate capping environment. We therefore need to keep the Public Value Triangle front of mind.

To ensure that YPRL is delivering public value a survey of users and non-users was conducted across the region in 2017. 4,519 surveys were returned providing important feedback from our communities on the value they place on our library service and areas for improvement and development.
BUILDING ON WHAT WE HAVE ALREADY ACHIEVED

Creating our Future: reading, learning, meeting, the Yarra Plenty Regional Library Strategic Plan 2013–2017, sought to build on the previous strategic plan and focus on key outcomes as we moved into the digital age. The core activities of the library were defined as reading, learning and meeting and these activities were supported by a collection of physical and digital items that were developed through usage based statistics. We provide accessible and quality collections; programs, activities and learning opportunities that make a difference to people’s lives; technology that responds to community needs and fosters innovation; spaces that are attractive, functional, welcoming and accessible to encourage and enable learning and connection.

The Library Board and staff are proud of what has been achieved together over the past four years.

<table>
<thead>
<tr>
<th>2013–2017 Strategies Collections</th>
<th>Achievements</th>
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<tbody>
<tr>
<td></td>
<td>✓ Collection Development Policy 2013–2017 was adopted and implemented</td>
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<td></td>
<td>✓ Collection Asset Strategic Framework 2012–2017 was implemented</td>
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<td></td>
<td>✓ Stock Management Guidelines 2015–2017 was implemented</td>
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<tr>
<td></td>
<td>✓ Collection survey was undertaken in 2013, 2014, 2015, 2016</td>
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<tr>
<td></td>
<td>✓ CollectionHQ implemented for collection maintenance and insights</td>
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<tr>
<td></td>
<td>✓ YPRL’s partnership within the Australian Research Council Linkage project</td>
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<td></td>
<td>✓ Tablo YPRL Community was launched</td>
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<td></td>
<td>✓ New Whittlesea Library opening day collection of 16,000</td>
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<td></td>
<td>✓ Increase in Languages Other Than English (LOTE) collection items to support Language Café programs</td>
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<tr>
<td></td>
<td>✓ eLibrary Collection items volume and range increased</td>
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<td></td>
<td>✓ Interactive website increased discoverability of collection items and enables ease of navigation</td>
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<tr>
<td></td>
<td>✓ 85.5% average (2013–2017) of physical collection purchased in last five years</td>
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</tbody>
</table>

<p>| Programs: reading/learning/meeting | |
|-----------------------------------| |
| Program attendance increased 50.21% (2013–2017) | ✓ |
| Number of programs increased by 55.01% (2013–2017) | ✓ |
| Visitation increased by 23.67% (2013–2017) | ✓ |
| Maker Space programs introduced to five libraries. | ✓ |
| Doggy Tales – Read to a Dog was launched and expanded to include 8 library branches. | ✓ |
| Seniors Connect Pilot Program was developed and implemented. | ✓ |
| Increase in cultural celebrations and learning programs. | ✓ |
| To celebrate the Energy Efficient Streets and Libraries project Mill Park Library was yarn bombed which brought together people from across the community. | ✓ |</p>
<table>
<thead>
<tr>
<th>Technology</th>
<th>Spaces</th>
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<tr>
<td>✓ Information and Communications Technology (ICT) Strategic Framework 2015–2017 adopted.</td>
<td>✓ Reading Rover was added to the Mobile Library fleet.</td>
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<tr>
<td>✓ NBN bandwidth was extended to all branches.</td>
<td>✓ The opening of Whittlesea Library.</td>
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<tr>
<td>✓ Website upgrade and redesign.</td>
<td>✓ Maker Spaces at Mill Park Library, Watsonia Library, Thomastown Library, Rosanna Library and Ivanhoe Libraries were launched.</td>
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<tr>
<td>✓ New Print/Copy/Scan devices were rolled out to all branches.</td>
<td>✓ State Government Living Libraries Infrastructure grant recipients: Lalor Library, Whittlesea Library, Watsonia Library, Thomastown Library.</td>
</tr>
<tr>
<td>✓ CCTV Surveillance policy adopted and cameras installed.</td>
<td>✓ Refurbishments at Diamond Valley Library and Rosanna Library.</td>
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<tr>
<td>✓ ICT Review conducted in 2016.</td>
<td>✓ The new Ivanhoe Library and Cultural Hub concept plans developed and consultation with the community and stakeholders underway.</td>
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<tr>
<td>✓ Three dimensional people counters from CoheraTech were installed in all library branches.</td>
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<tr>
<td>✓ YPRL became the first organisation in Australia to host Doklab’s Local Stories – an application that uses multi-touch technology on an adjustable visual display unit to display stories.</td>
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<tr>
<td>✓ Enhanced ICT monitoring and security software was implemented.</td>
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<tr>
<td>✓ Solar panels were installed in three libraries.</td>
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<tr>
<td>✓ eSmart Library Certification. YPRL became an accredited eSmart library in 2015</td>
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<tr>
<td>✓ MobilePrint the cloud-based services was introduced and rolled out to all branches.</td>
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<td>✓ VoIP Phone installation upgrade.</td>
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<td>✓ Mr Whittles the telepresence robot on a miniature Segway-style base was implemented allowing virtual participation.</td>
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<tr>
<td>✓ Access to online services was increased as a new cellular router was installed to supply Wi-Fi at Mobile Library stops and new Whittlesea Library.</td>
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</tr>
<tr>
<td>✓ New Technologies introduced including: 3D printers, raspberry pi, green screen, virtual reality goggles, Adobe Creative Cloud, Emblazer2 Laser Cutter, Vuze 3D 360˚ Camera, Doklab Prowise Units with Local Stories application, drones, 2 Overlockers, Sewing Machines, ScanNCut printer.</td>
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<tr>
<td>Staff</td>
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<td>-------------------------------</td>
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<tr>
<td>✓ Work Place Health Check commissioned and undertaken.</td>
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<td>✓ Staff Planning and Development Day in July 2014 with 124 staff, volunteers and Board members attending.</td>
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<tr>
<td>✓ Succession planning implemented including regular acting in charge of branch opportunities for senior branch staff to gain management experience.</td>
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<tr>
<td>✓ Participation in International Job Exchange Program with two Swedish Librarians visiting YPRL libraries, and two of our staff visiting Stockholm libraries.</td>
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<td>✓ All staff undertook customer service training.</td>
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<td>✓ The Leadership Team, including the Executive Management Team and Branch Managers, undertook training to enhance workplace leadership.</td>
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<tr>
<td>✓ Two Branch Managers were accepted into the State Library Shared Leadership program.</td>
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<tr>
<td>✓ A Collections Mentorship, the first mentorship opportunity at YPRL was undertaken.</td>
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<tr>
<td>✓ Extensive range of staff training, conferences, tertiary study support delivered.</td>
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<td>✓ Staff survey completed.</td>
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<tr>
<td>✓ Volunteer Policy adopted.</td>
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<tr>
<td>✓ Banyule Volunteer of the Year Award Winner 2017: Nelun Tirimanne.</td>
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<thead>
<tr>
<th>Finance and Governance</th>
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<tr>
<td>✓ Regional Library Agreement renewed.</td>
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<tr>
<td>✓ Library User Policy adopted.</td>
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<td>✓ Child Safe Policy adopted.</td>
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<tr>
<td>✓ Risk Management Policy, Framework and Register adopted.</td>
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<tr>
<td>✓ Friends of Ivanhoe Library, (FOIL), was formed and work with staff and Banyule City Council to ensure that library users have a voice in future planning.</td>
</tr>
<tr>
<td>✓ An energy efficient project in partnership with City of Whittlesea was launched and included the installation of Solar panels on the roof of Mill Park Library.</td>
</tr>
<tr>
<td>✓ Lalor Library, Mill Park Library and Thomastown Library had their energy efficiencies upgraded.</td>
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</table>
Since the development of the previous Library Plan, Yarra Plenty Regional Library has continued to grow and deliver high quality library services to our community.

- **132,892** Library members
- **1,678,885** visits to library branches in 2016/2017, an increase of 23.67% from 2013 to 2017
- **388,500** physical collection items and more than **75,500** digital items are available for members in 2017
- Turnover average of **7.8** (2013–2017) indicates the collection is extremely well used
- **431,434** eCollection usage, increased by 18.8% since 2013/14
- An average of **38.68** loans per active library member per year over 2013–2017
- **207,759** Program attendance, an increase of 50.21% from 2013 to 2017
- **8,834** programs were delivered in 2016/17, an increase of 55.01% from 2013 to 2017
- **128,936** Wi-Fi sessions at the libraries in 2016/17, this is a 280% increase on 2012/13
- **838,350** website visits in 2016/17

A 2017 survey of more than 4,500 library users across the region showed a high level of satisfaction with our library service, the user satisfaction rating was 4.54 out of 5 (9.08 out of 10).

The Yarra Plenty Regional Library Strategic Plan 2017–2021 *Informed creative communities: connected and empowered* builds on this strong foundation and looks ahead to create libraries that will respond to the changing needs and aspirations of our communities.
ABOUT US AND OUR COMMUNITIES

About Us

One of Australia’s largest and most progressive library systems, Yarra Plenty Regional Library (YPRL) was founded in the mid-1960s, when the former City of Heidelberg agreed to provide library services to the former Shire of Eltham. Later the former Shire of Diamond Valley and the Shire of Whittlesea joined the regional group.

In 1995, following changes in local government boundaries, the new municipalities of Banyule, Nillumbik and Whittlesea continued their support for the regional library service and Yarra Plenty was one of the first regions incorporated under Section 196 of the Victorian Local Government Act 1989. It is coordinated from Library Support Services located at PRACC North in South Morang and also provides selected services to Murrindindi Library Service.

The regional service comprises nine branch libraries located at Eltham, Greensborough, Ivanhoe, Lalor, Mill Park, Rosanna, Thomastown, Watsonia and Whittlesea; three mobile libraries (Mobile Library, Outreach Vehicle and Reading Rover) and a home library service.

Our Home Library Service is an invaluable service that meets the needs of housebound residents – and their carers – who are unable to visit the library. There are currently 98 home library recipients and YPRL volunteers visit monthly to deliver the personalised service.

The state-of-the-art website and eLibrary at www.yprl.vic.gov.au is available for members to access a wide range of free eServices and eCollections.

The library service covers an area of 983 square kilometres and includes metropolitan, urban fringe and rural areas. There are 127,717 library members which is 32.2% of the population of 395,592. There are 159 staff, 228 volunteers and a 2015–16 budget of $15.1 million.

Our Communities

Banyule City Council

Banyule is situated to the north-east of Melbourne, adjacent to the inner city suburbs and ranging towards the more rural fringe areas to the north of the metropolitan area. The municipal area covers 63 square kilometres and the 21 suburbs of the city have a population of 127,791. Primarily an urban residential area, there are also industrial areas in Heidelberg West, Greensborough, Briar Hill and Bundoora. Important institutions in the area include the extensive Heidelberg Medical Precinct as well as the Simpson Army Barracks in Watsonia, and significant aged care and education facilities. Library membership for Banyule is 41,006, which is 32% of the population.
**Nillumbik Shire Council**

The Shire of Nillumbik is located 25 kilometres north-east of Melbourne, and has the Yarra River as its southern boundary; Kinglake National Park to the north; Plenty River and Yan Yean Road to the west; and Christmas Hills and the Yarra escarpment to the east. The Shire covers an area of 432 square kilometres, including 20 suburbs or townships and has a population of 63,158. Library membership for Nillumbik is 28,223, which is 44.7% of the population.

**City of Whittlesea**

The City of Whittlesea is located in the outer north-eastern suburbs of Melbourne. It covers an area of 489 square kilometres and in 2017 has a current estimated population of 204,643. It is one of the fastest growing municipalities in Australia, and welcomed 6,848 new residents this year (about 131 a week). In 2016, there were on average 70 babies born every week in the City of Whittlesea. The City is culturally and linguistically diverse with a growing indigenous community. Growth is taking place in newer suburbs as well as in established areas such as Epping, Thomastown and Lalor. Library membership in Whittlesea is 58,488, which is 28.6% of the population.
KEY TRENDS AND ISSUES

Global Trends and Issues
- Climate change
- Increase in extreme weather events
- Potential resource shortages
- High cost of power
- Global movement of people – largest since Second World War
- Economic uncertainty
- Food security
- Rise in terrorist activities
- Political uncertainty & loss of confidence in traditional political parties & leaders
- Job transformation and increasing loss due to technological advances

Local Trends and Issues
- Victorian rate capping
- Fast growing community – Whittlesea
- Culturally diverse communities
- Aging population

Trends in Public Libraries
- Libraries are thriving
- High use of collections
- High use of facilities
- Engagement with communities is innovative and exciting
- New technologies
- Internet and online use increasing at a staggering rate
- Increasing move to provision of Government services online, with people turning to libraries for help to navigate eGov
- Considered the community living room or “third space”
- Driving urban and socio-cultural regeneration

ALIA: Guidelines, Standards and Outcome Measures for Australian Public Libraries, July 2016, noted that Public Libraries have 5 Key Offerings:
1. Collections
2. Access to Technology
3. Places and Spaces
4. Programs
5. Information and Reference Services

Trends in Collections
- Print industry experiencing a resurgence - growth areas - early years and junior material
- eBooks and eAudiobooks continue but initial surge has plateaued
- Creating, collecting, curating and sharing local content
- Demand / Patron driven collections become the norm
- Awareness that collections are the biggest asset and need to be managed strategically, economically and efficiently
Digital resources will continue to support lifelong learning ambitions
Resources to improve literacy and numeracy skills for new arrivals and people with low literacy levels
Technology changes will impact on one of the most popular collections in libraries - DVDs
Language Other Than English (LOTE) collections and services will need a "re-think" re demographic changes

Trends in Technology
- Democratisation of information access
- Changing staff skill set requirements in a long retention-time profession
- Changing communities
  - Demand for bandwidth
  - Demand for more complex & non-traditional services / activities – STEM etc.
  - Bring your own device to the library
  - Increasing technological sophistication
  - Widening technology literacy gap
  - Demand for online services
  - E collections
  - Ageing population
- Artificial Intelligence
- Robotics & automation including AMH&S & ASRS
- Increasing mobility through technology

Member Council Priorities

Banyule - Strategic Objectives:
- Strong, healthy and inclusive communities
- Environmental sustainability
- Great places and spaces
- Engagement and advocacy
- Efficient and good governance

Nillumbik – Key Strategic Objectives:
- Engaged and connected communities
- Active and creative people
- Safe and healthy environments
- A prosperous economy
- Responsible leadership

Whittlesea – Key Priorities:
- Roads, Access and Public transport
- Health and Wellbeing
- Community Safety
- Jobs and Investment
- Organisational Sustainability
- Planning and Infrastructure
- Environmental Sustainability
PUBLIC LIBRARIES POLICY AND RESEARCH CONTEXT

International

UNESCO Public Library Manifesto 1994

The UNESCO Public Library Manifesto sets out some universal definitions and policy guidelines for public libraries. These include:

The public library, the local gateway to knowledge, provides a basic condition for lifelong learning, independent decision-making and cultural development of the individual and social groups.

The Manifesto declares “UNESCO's belief in the public library as a living force for education, culture and information, and as an essential agent for the fostering of peace and spiritual welfare through the minds of men and women.”

As the “local centre of information, making all kinds of knowledge and information readily available to its users” the public library should provide:

- Services on the basis of equality of access for all
- Specific services or those users who cannot, for whatever reason, use the regular services and materials
- Material that all age groups find relevant to their needs
- Collections and services that include all types of appropriate media and modern technologies as well as traditional materials
- Collections and services of high quality and relevance to local needs and conditions
- Material that reflects current trends and the evolution of society, as well as the memory of human endeavour and imagination
- Collections and services that are not subject to any form of ideological, political or religious censorship, nor commercial pressures.

The Manifesto proposes that the following “key missions, which relate to information, literacy, education and culture should be at the core of public library services”:

1. Creating and strengthening reading habits in children from an early age;
2. Supporting both individual and self-conducted education as well as formal education at all levels;
3. Providing opportunities for personal creative development;
4. Stimulating the imagination and creativity of children and young people;
5. Promoting awareness of cultural heritage, appreciation of the arts, scientific achievements and innovations;
6. Providing access to cultural expressions of all performing arts;
7. Fostering inter-cultural dialogue and favouring cultural diversity;
8. Supporting the oral tradition;
9. Ensuring access for citizens to all sorts of community information;
10. Providing adequate information services to local enterprises, associations and interest groups;
11. Facilitating the development of information and computer literacy skills;
12. Supporting and participating in literacy activities and programmes for all age groups, and initiating such activities if necessary.

United Nations 2030 Agenda for Sustainable Development

Yarra Plenty regional Library is part of the global drive towards social, cultural, economic and environmental goals.

YPRL is contributing to the 2030 Agenda for Sustainable Development, endorsed by the United Nations’ 193 member countries, by ensuring that:

- there is free public access to information in print and online;
- there is free public access to computers;
- there is support for early literacy and lifelong learning, and
- items of cultural heritage are accessible today and are preserved for future generations.

We also provide:

- information and training in new skills needed for education and employment;
- public access to health and wellness information that helps individuals and families stay healthy;
- safe, welcoming and inclusive spaces for meetings, study, group activities and personal relaxation, and
- high speed internet connectivity.

Australia

ALIA (Australian Library and Information Association)

ALIA, as the professional organisation for the library and information sector in Australia, published its own Guidelines, Standards and Outcome Measures for Australian Public Libraries in July 2016. This document incorporates the UNESCO Manifesto’s key missions. This document also outlines standards for:

- Library collections (physical and digital resources and content)
- Staffing numbers and levels
- Library building standards
- Budget (operational, salary and capital)
- Technology and other web based services.
Victoria

Library Board of Victoria and Public Libraries Victoria Network

The Framework for Collaborative Action defines the way in which the Library Board of Victoria, through the State Library Victoria, works with the Public Libraries Victoria Network (PLVN) to deliver improved library services to our communities. This framework focuses on improving access to public library services, enhancing collections, advancing staff skills, and increasing community engagement with libraries.

Social and Economic Impact Research

The State Library of Victoria, PLVN and other library services have undertaken landmark research into public libraries’ decisive role in building community capacity and wellbeing.

They include:

- Libraries Building Communities
- Dollars, Sense and Public Libraries
- Creative Communities: The cultural benefits of Victoria’s public libraries
- Victorian Libraries 2030 Strategic Framework

YPRL 2017 User and Non User Surveys

YPRL has incorporated many of the values, missions and goals incorporated in the above manifestos, standards and guidelines into its strategic planning and policy frameworks. YPRL also conducted the 2017 Library User and Non User Survey to assess how relevant its direction, policies and programs are to its constituent communities.

The survey is based on the benchmark Libraries Building Communities research in Victorian public libraries. Over 4,500 members of the community responded to the survey.

The survey showed that YPRL provided increased well-being, a key foundation of providing a ‘gateway to knowledge’. For instance, ninety three per cent (93%) of survey respondents found that ‘the library is a safe place’ and eighty five per cent (85%) reported their library made their life more enjoyable.

“As someone with autism, you provide me a safe and welcoming place.”

Ninety two per cent (92%) felt that YPRL libraries provided useful assistance while eighty per cent (80%) felt their library helped their children develop literacy skills.

“This place has been part of my whole life, and now my children’s life – opening our imagination with picture books and later novels. It inspires and encourages new interest, ideas and supports my interests no matter what stage of life I am in.”

More than ninety per cent (90%) of all respondents endorsed YPRL’s programs, events and cultural activities.

Ninety two per cent (92%) of all respondents indicated that they had used the physical book collection in the last 12 months. Seventy per cent (70%) visit their library every four weeks, while a third visit at least weekly.
## GOALS FOR SUCCESS

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<tr>
<th>Focus Areas</th>
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<td>1. Collections</td>
<td>Provide free access to dynamic collections which inform and delight</td>
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<td>2. Public Participation</td>
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<td>3. People and Culture</td>
<td>Invest in our people and culture because they are at the heart of everything we do</td>
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<td>Create innovative digital and physical infrastructure to deliver sector leading services</td>
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<td>6. Finance and Governance</td>
<td>Optimise public value through sustainable financial management and governance</td>
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Focus Area 1. Knowledge and Information

**Goal**

Provide free access to dynamic collections which inform and delight

**Strategies**

Ensuring collections meet the needs and demands of our diverse communities  
Curating and tailoring collections to each branch or service point’s communities  
Supporting the creation and sharing of local content and stories  
Providing 24/7 access to collections by growing the eLibrary digital offerings  
Providing collections and resources which encourage and promote life-long learning and a love of reading for all ages

**Priority Actions**

- Exploit the Evidence Based Stock Management tool – CollectionHQ to measure and evaluate the usage of the collections to allow for efficient responses to trends and issues  
- Review and update the Collections Asset Plan Strategic Framework to articulate a strategic direction for YPRL’s collections from a service provision as well as a strategic asset maintenance perspective  
- Review and update the Collection Development Policy to ensure the collection principles of selection, acquisition, evaluation, maintenance and deselection of resources in print, non-print and digital formats are met  
- Develop a regional Literacy Strategy that augments the usage and impact of collections and programs to help build literacy capabilities in the community  
- Review and update Local History and Genealogy framework to ensure that we continue to play a major role in capturing, sharing and preserving the region’s heritage  
- Encourage and promote the works of local writers through our collections and programs
Focus Area 1: Knowledge and Information (cont.)

Measures

- % of new items loaned in the first year of purchase – keep at or above 95%
- Maintain or improve patron satisfaction rating for Collections which patrons need or want – Survey Rating 8.28
- Maintain or improve the satisfaction of the prompt turnaround of requests – Survey Rating 8.70
- Increase in % of loans of eBooks, eAudiobooks and eMagazines as a % of total loans
- Maintaining Age of Collection standard of 85%
- Grow the number of local authors supported by acquiring their works for YPRL collections

Quotes from our 2017 Library Survey

“I love my library. It has provided me with free access to a large variety of books and magazines over many years that I would not have been able to afford. I have the opportunity to read anything from fiction to self-help books, cookery books to ‘How to do’ books. I would never be without a book because of the library.”

“Convenience of eBooks at no cost is a great privilege”
Focus Area 2. Public Participation

Goal

Inspire our diverse communities to participate in empowering activities and learning opportunities

Strategies

Delivering programs and activities to foster reading and literacy
Delivering learning programs that respond to evolving community needs
Being the partner of choice for the other learning providers in the region
Promoting branch libraries as the community hub for learning, creating and connecting
Delivering Maker Spaces that empower the creative and entrepreneurial aspirations of our communities

Priority Actions

- Develop an evaluation framework for all events and programs to ensure that they are in line with regional strategies and community needs and are economically responsible
- Evaluate all core programs annually
- Develop a Marketing, Social Media and Communication strategy to ensure effective promotion of our programs and services and use of our resources
- Explore partnerships with both community learning and formal educational groups
- Evaluate existing Maker Space programs and expand to all Branches
- Review Branch Library hours of opening to ensure maximum access to programs and services in line with community expectations
- Collaborate with member councils and other key organisations to deliver arts and culture programs
- Explore opportunities for promoting tourist attractions across the region
Focus Area 2. Public Participation (cont.)

**Measures**

- Maintain or grow attendance at all programs (benchmark 2016/17: 207,759)
- Maintain or grow visits to libraries (benchmark 2016/17: 1,678,885)
- Events and activities for children are valued (benchmark: Survey Rating average 95.5% of respondents)
- Events and activities for adults are valued (benchmark: Survey Rating average 94.4% of respondents)

**Quotes from our 2017 Library Survey**

"I love how many amazing activities the library has on offer - the workshop range is incredible, and I love attending events about things I normally wouldn't."

"I love the community aspects. I love the work they do in encouraging literacy in children. The book clubs are excellent. I see the role of libraries changing, but taking on a very important role in the community and knowledge centres."

"An incredibly valuable community resource which has provided me with countless hours of comfort and enjoyment."
Focus Area 3. People and Culture

Goal
Invest in our people and culture because they are at the heart of everything we do

Strategies
Creating a culture which inspires, supports and develops our people
Ensuring policies and practices support workplace health, safety and wellbeing
Continuing to build and deliver excellence in customer service
Promoting equal opportunity for all

Priority Actions

- Develop and implement People and Culture Plan, including actions arising from the 2016 Organisational Health Check
- Deliver relevant training to staff to ensure they have the knowledge and skills to succeed in their roles
- Investigate the potential for online learning activities to deliver compliance training such as Occupational Health and Safety, Bullying and Harassment and Equal Opportunity
- Research and deliver customised online learning and induction content
- Explore opportunities for mentoring and coaching
- Continue to review and improve staff health and wellbeing initiatives and processes
- Implement procedures to ensure YPRL is a Child Safe organisation
- Review, implement and evaluate the Disability Inclusion Plan
- Develop, implement and evaluate an Aboriginal Reconciliation Plan
- Review the Customer Service Charter
- Explore and implement best practice development, support and training programs for leaders
- Review volunteer Strategy, Policy and Systems
- Evaluate and improve work experience and student placements
- Explore opportunities to reward and recognise staff
Focus Area 3. People and Culture (cont.)

**Measures**

Satisfaction of library users with library staff service as measured by library user surveys (benchmark 2017 – 9.32/10)

Satisfaction of library users with library staff knowledge as measured by library user surveys (benchmark 2017 – 9.2/10)

Staff engagement and satisfaction as measured by staff surveys (benchmark 85%)

**Quotes from our 2017 Library Survey**

“The staff at my branch are amazing. They have an extended knowledge of the books that I want, or can help me find books that I might enjoy, as well as providing me with support on the technology front. The librarians are always welcoming and friendly – very talented and dedicated.”
Focus Area 4. Advocacy

**Goal**
Advocate for greater awareness of and investment in the powerful and transforming story of our public libraries

**Strategies**
- Informing and responding to Government policy
- Seizing opportunities to tell the story of our sector leading services at state, national and international conferences
- Collaborating with our Member Councils to advocate for the resources to provide sector leading library services
- Advocating the role of public libraries in creating sustainable cities, towns and communities
- Promoting our library service as a partner of choice, contributing to the regions social, cultural, and economic growth

**Priority Actions**
- Create and deliver cultural projects that curate positive stories from our patrons
- Participate in the Public Library Victoria Network (PLVN) and the State Library Victoria advocacy projects to lobby State government for increased funding for public libraries
- Participate in the PLVN Advocacy Working Party to raise awareness of the value the community places on public libraries
- Deliver and promote the Libraries After Dark pilot project funded by the Responsible Gambling Foundation
- Promote the Library services to non-library users
Focus Area 4. Advocacy (cont.)

Measures

Maintain or increase the number of partnerships to deliver sector leading services and programs
Maintain or increase grants and sponsorship of services and programs
Deliver at least six presentations at key forums and conferences
Increase coverage of library service and programs in media across all platforms

Quotes from our 2017 Library Survey

“Libraries are an essential liberal and humanising element of local government and a proven route for self-improvement for the young. Our library is particularly important at a time when school libraries are given declining funding and staffing by government. It is also increasingly important as our population ages, because it is a safe and comfortable social/community hub for that age group.”

“Free and equitable access to information and knowledge is a basic human right, and a library fulfils an essential role in providing this access.”
Focus Area 5. Infrastructure and Innovation

Goal
Create innovative digital and physical infrastructure to deliver sector leading services

Strategies
Nurturing and supporting innovation using technology and creative spaces
Providing robust and flexible network infrastructure, sustaining our service delivery
Adopting a leading role within public libraries to facilitate the collaborative generation and development of ideas
Responding and evolving as the technology needs of our community change
Providing or adapting flexible spaces that serve the changing needs of our community

Priority Actions
- Create a development plan for the libraries in each municipality
- Contribute expertise and experience to the delivery of the new Ivanhoe Library
- Contribute expertise and experience to the design of the new Mernda Library
- Contribute expertise and experience to the design of the proposed Diamond Creek Library
- Contribute expertise and experience to the planned Epping North Library
- Explore the opportunities and needs for quiet study spaces within all of our libraries
- Explore a partnership with State Library Victoria and Creative Victoria to establish business incubators
- Migrate servers at LSS to the cloud
- Move all branches onto fixed line communications
- Replace all WiFi Access Points
- Review and market-test the Library Management System
- Replace YPRL fleet of PCs
- Update YPRL fleet of iPads and introduce Mobile Device Management
- Migrate to Office 365
- Introduce a new Help Desk for internal support
- Replace all after hours return chutes
- Review the operation of the book sorting machine at Eltham Library
Focus Area 5. Infrastructure and Innovation (cont.)

Measures

Ensure that the provision of public PCs exceeds the demand for 95% of library opening hours

Ensure that access to the Internet via Wi-Fi and fixed PCs is available for 99% of library opening hours

Maintain or exceed our 8.9/10 customer satisfaction rating with library opening hours

Maintain or exceed our 9.3/10 customer satisfaction score relating to our libraries being safe and 9.1/10 customer satisfactions score relating to our welcoming spaces

Increase the engagement with our Maker Spaces from the current level of 12%

Quotes from our 2017 Library Survey

“Provides a safe haven for those who may not be able to afford or access Wi-Fi, heating/cooling, a place to escape everyday life.”

“Ever since I was a small child and borrowed my first book, I loved libraries. They are sacred temples to me. Where ever I go in the world I seek out libraries. They are very calming places when I’m in a traumatised state, like after the Black Saturday bushfires in Victoria in 2009, and during hot summers since, I find refuge there when I feel 'on the edge' and nervous about more bushfires. During heatwaves, I got to know other elder residents there who spend time there to stay calm and sane because of the pleasant and cool environment. It truly helped me to survive very stressful times.”
**Focus Area 6. Finance and Governance**

**Goal**

Optimise public value through sustainable financial management and governance

**Strategies**

- Responsibly managing our budget to deliver best value to our community
- Continually monitoring and optimising our processes for efficiency
- Committing to good governance practices in all we do
- Proactively advocating on behalf of the library service to ensure a financially sustainable future
- Collaborating with our Member Councils to deliver environmentally sustainable facilities

**Priority Actions**

- Review policies and procedures to ensure that they support good governance
- Deliver responsible financial management and business planning
- Review and update our financial management and payroll systems
- Review our financial reporting and improve budget forecasting
- Facilitate external auditing of key financial areas
- Implement the Annual Internal Audit Program and resulting recommendations
- Review and update the Risk Management Policy Register
- Consolidate the on-line asset management register
Focus Area 6. Finance and Governance (cont.)

**Measures**

Maintain a positive adjusted underlying surplus (within approved Local Government target guidelines)
Maintain sound liquidity (within approved Local Government target guidelines)
Maintain a sound asset renewal indicator (within approved Local Government target guidelines)
Successful completion of the annual audit program
Maintain our cost per loan metric at or below the Victorian State average
Maintain our staff expenditure per capita metric at or below the Victorian State average
Reduce the usage of water and energy within our libraries

**Quotes from our 2017 Library Survey**

“I love the very concept of a library. In a day and age where it seems everything costs money and my taxes all go to dull things like roads and welfare, the library feels like one of the few places we get something back.”

“I love the place. I am glad to see my rates at work providing such a magnificent building and facility.”